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ABSTRACT

A long-range economics and human development program, launched in 1967 by the Fort McDermitt Tribal Council, outlined various projects for improving economic and living conditions on the Fort McDermitt Indian Reservation, including the attraction of small industry. The purpose of this report was to make an informal assessment of development progress on the reservation as a result of the program, giving particular attention to assessment of the first new small industrial project that had been attracted to the reservation. A description of the reservation was presented in terms of geography, education, housing, health care, employment, population, and community development. The progress and potential for development of the reservation was described, and information on the new industry was presented. Major findings were that the reservation Indians can and are willing to become industrial workers, that the success of the industry project was owing to the fact that it was a "self-reservation" project, that local resource cooperation was essential, that manager-employee relations were important, that the autonomous development corporation idea is better than working through the tribal council, that a democratic group process does not work well with the McDermitt Indians, and that it takes time and patience to start a new industry. Further plans, h pes, and suggestions were also presented. (PS)

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ECONOMIC AND HUMAN DEVELOPMENT ON THE FORT MCDERMITT INDIAN RESERVATION OF NEVADA

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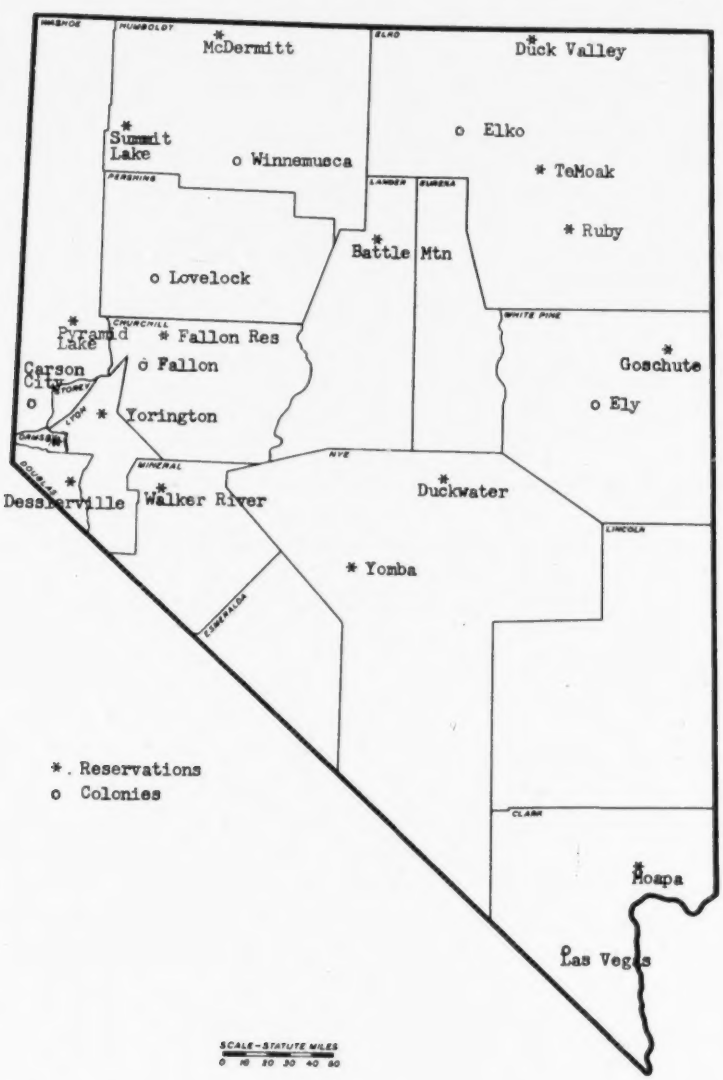
Progress Report on a Pilot Project



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FOREWORD

In 1967 a long range economics and human development program was launched by the Fort McDermitt Tribal Council of the Fort McDermitt Indian Reservation, in cooperation with the Cooperative Extension Service of the University of Nevada and several other agencies. It grew out of a crises deprivation situation on the reservation which had drawn Statewide attention.

The long range plan, first drafted in 1966, outlined various projects for improving economic and living conditions on the reservation, including the attraction of small industry. The purpose of this brief study was to make an informal assessment of development progress on the reservation as a result of the program, especially giving particular attention to assessment of the first new small industrial project that had been attracted to the reservation.

Results of the Fort McDermitt development program could have widespread benefit as there are 24 small Indian reservations and colonies in Nevada and more in the total Western Region of the country, all of which are poverty pockets to some degree.

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U. S. Department of Agriculture
Extension Service

ECONOMIC AND HUMAN DEVELOPMENT ON THE FORT MCDERMITT INDIAN RESERVATION 1/

Progress Report of a Pilot Project

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I. GENERAL SITUATION

The 1970 Census lists 7,933 Indians in Nevada, of whom about 6,000 or 70 percent were classed as living in rural areas which means in almost every case on reservations. Indians generally do not scatter and assimilate themselves among the total population but for various reasons tend to remain banded together living largely on reservations, where they find certain factors of security and advancement.

The Fort McDermitt Reservation

Located in Humboldt County on the northern boundary of Nevada and reaching slightly into Malheur County, Oregon, the Fort McDermitt Indian Reservation is five miles south of the town of McDermitt, Nevada, which is on the Oregon-Nevada line. The area is traversed by U.S. highway 95 which is a north-south highway from Idaho and Oregon through Nevada to California. The reservation is under the jurisdiction of the Nevada Indian Agency, Stewart, Nevada.

Comprising about 36,000 acres along the Quinn River Canyon with a small amount of irrigated land in the valley, most of the reservation is hilly, somewhat mountainous and dry grazing land, with an elevation at the town of McDermitt of 4,600 feet. Winters are cold with considerable snow and the summers dry and pleasant with hot days and cool nights. The growing season is relatively short, averaging 140 days.

1/ By L. Clair Christensen, Resource Development Specialist, Division of Agricultural and Resource Economics, University of Nevada Extension Service, and E. J. Niederfrank, Rural Sociologist, USDA Extension.

Today approximately 410 Paiute and Shoshone Indians live on the reservation and a few others enrolled in the reservation live in other parts of the State or country. The town of McDermitt, with its approximately 250 non-Indian residents, is the center of area socioeconomic activity. McDermitt businesses are supported by the townspeople, the reservation, a few small mines, and surrounding ranches, making a total community base of about 1,000 people.

The only nearby population centers are Winnemucca, Nevada, 75 miles south of McDermitt, and Boise, Idaho, which is 190 miles north. Winnemucca is the county seat of Humboldt County, about 3,600 population, located at the junction of U.S. 95 and interstate 80. Thus, the location of the reservation is more or less isolated and limited to auto transportation which makes it expensive to the Indians. Tourist traffic has greatly increased through the area in recent years and is bound to increase further.

Education is provided for grades 1-12 at the centralized school in the town of McDermitt which is administered by the Humboldt County School District. Prior to 1957, a day school for grades 1-6 was conducted by the Bureau of Indian Affairs on the reservation, while youth in grades 7-12 were sent to the Indian Agency School at Stewart, Nevada. Today Indian students make up 45 percent of the enrollment at the McDermitt centralized public school.

McDermitt town grew up as kind of an assembling area around the 1850's as prospectors and settlers came into this part of the country and people gathered here as it increasingly became a kind of provisional center. Trouble broke out between Indians and non-Indians and a small military force was dispatched to the area which established a camp called Fort McDermitt in 1867 but it was used for only a few years. The land later was restored to the public domain in 1889 and opened to homesteading. Beginning in 1892 the Indians who remained in the area received allotments of land under the authority of the General Allotments Act of 1887, and the reservation was established about 1900.

Today several major characteristics and conditions relevant to the socio-economic development of the reservation stand out and may be listed by way of summary introduction. These are:

... Considerable distance from sizable economic growth centers.

... Small population of both the reservation and the total area; large percentage under age 25.

... General intelligence of Indians favorable but adults have a lower level of education or schooling.

... Good roads around area but lack of adequate means of public transportation.

... Schooling had been provided by BIA, but now the education of reservation Indians has been assimilated into the public school system, which also has potential for adult education.

... Housing on reservation fairly good for such areas; half of homes newly built under self-help program.

... High unemployment of Indians due to small economic base of area and jobs relatively inaccessible or not open to Indians; need for employment will become increasingly crucial as the many young Indians now in school become older.

... Large percentage of families on public welfare.

... Nutrition and health of the people not crucial but need improvement; TB rate high.

... Only very minimum public health and private medical care available in either the reservation or total community.

... Some economic potential in agriculture, crafts, tourism and small industry; new small industry successful.

... Need for more dynamic leadership among the Indian people; potentially viable organizational base does exist in the new development corporation and the Tribal Council.

... Certain cultural values and customs of the Indian people and of the institutions serving them tend to favor development, while other values and patterns tend to retard it. Use of the democratic process with and by Indians is almost always a long, slow cumbersome matter, sometimes resulting in confrontation having serious ending.

Further description, effects and implications of these conditions and characteristics are brought out in subsequent sections.

By early 1967 the following list of program objectives was outlined showing the need of each goal to be accomplished, the financing required and the agencies responsible for implementation:

1. Improvement of housing through development of a mutual-help project for self-construction of homes.

2. Expansion of health facilities and services.

3. Construction of a community building for the use of Tribal Council, other organizations and group activities.

4. Development of industry and commercial business for increasing employment and incomes of reservation Indians.

5. Improvement of roads throughout the reservation.

6. Rodents, trash and weed control.

7. Development of land use and water resources, including wells, irrigation, and improvement of farming (related to land subjugation and rights).

8. Develop and operate a fire-fighting system.

9. Conduct courses in adult education, including vocational training.

10. Develop recreation facilities and programs.

11. Establish and operate preschool nursery and kindergarten program.

12. Develop community spirit and leadership abilities of the reservation people for dealing with community affairs.

13. Encourage and facilitate higher education of youth.

Progress to some degree has been made on most of these objectives during the last five years.

Population and Economy

The trends in population and economy of the total Fort McDermitt community (township) more or less parallel that of Humboldt County and this part of northern Nevada. Populations of both the county and the Fort McDermitt area have nearly doubled since 1940, with the expansion of commercial agriculture from irrigation farming and cattle raising, the coming of electric power, the strong mining activity until recently, and the rapidly increasing auto traffic with the development of North-South and East-West highways through this part of the State.

There were larger percentages of men than women in the populations prior to 1950, but this trend has since tended to reverse as some young men migrate away. Fort McDermitt Township, which is about half Indian and half non-Indian, is a much younger population than the rest of Humboldt County. The 1960 population of the reservation itself was 65 percent under age 25, compared to 43 percent for the county.

The Fort McDermitt Indian Reservation has steadily increased in population from a low of 240 in 1940 to about 410 in 1970, who are living in 87 household groups (many of which may contain one or more other persons than the immediate family). There was a peak of 432 population on the reservation in 1963, according to the Bureau of Indian Affairs.

The economic base of the Fort McDermitt area consists of ranching agriculture, mining, tourist trade, public and private town services, and public welfare. In January 1971 it was reported there were 65 of the 87

reservation households receiving some kind of public welfare assistance, and for many of these it was their major or only income.

The University of Nevada economic development study of the reservation in 1968 showed that 25 of the households operate ranches with 3 running over 100 head each but 12 or half of them running less than 25 cattle per ranch.[2/] Production of hay averages about 1 ton per acre but a few Indian ranchers get as much as 4 tons per acre. The Cordero and Crowfoot mines were employing a total of nearly 100 men but only few Indians; however, the mines began reducing forces in 1970. Although there are openings from time to time in the mines the Indians do not usually have the experience or skills necessary to obtain employment here. The McDermitt town commercial services provide about 30-35 jobs, but in recent years only grocery stores and restaurants have hired Indians.

Recent years have seen an expanding agriculture in the Quinn Valley beyond the reservation, with alfalfa production alone being a $1,000,000 industry. Increased water development gave impetus to this growth and together with industry were responsible for bringing electric power into the area with the formation of a rural electric cooperative. A few Indians can find employment on the ranches of the region each year, but the scope of this opportunity is very limited.

One major limiting factor in the agricultural picture of the reservation is the heavy indebtedness of most of the Indian ranchers, due to having been granted loans far in excess of what the ranches are able to easily pay back. Another factor is that the tribal system of land assignment tends to discourage the unification of lands into economic ranch units.

Potential is Found

In general the Reservation Indian agriculture is being operated at about half of its potential; income could be doubled with better management. The Economic Development Plan also indicated considerable potential in the tourist trade, which could come from increased craft production and more tourist facilities, especially camping. In the summer of 1967 as many as 150 autos a day were asking for camping and trailer park sites for overnight or a few days and the traffic today is much greater. Hunting and fishing abound in the area in season; also there is high grade labor and good truck transportation for new small industries.

Along with the increase in population of the area there has come a large increase in the labor force, and because jobs are not increasing as rapidly as the labor force, unemployment is high, especially among young people age 15 - 24, in which group there are twice as many on the reservation in proportion to the rest of the county. Some do go elsewhere, at

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2/ Economic Development Plan, Fort McDermitt Reservation, McDermitt, Nevada, June 1969. Prepared by Division of Agricultural and Resource Economics, Max C. Fleischmann College of Agriculture, University of Nevada, Reno.

least for seasonal work and local work does pick up greatly in the adjoining larger Nevada-Oregon-Idaho area during the summer.

White leaders are usually surprised to see the large number of applications submitted when an opening for a job appears like for a Head Start bus driver or a cook, for some feeling still prevails that "the Indians won't work." But they are willing to work and they are bright.

Both Indians and non-Indians of the county tend to want to make the communities of the area permanent settlements. However, because new jobs are limited by the small size of the total economy and because non-Indians control the businesses of the area and keep them in the family, the unemployment of Indians tends to be abnormally high.

Education

Many of the Indian problems can be attributed, at least in part, to them having had inadequate education. The average grade levels attained by Indians compared to whites is sadly lacking. As of 1960 only 7 Indians of the Fort McDermitt reservation over 25 years of age had gone beyond high school and not one has graduated from college. Less than a fourth had graduated from high school and 55 percent had not reached high school.

However, this picture is much brighter for the younger population today on the reservation, since the advent of the new centralized public school system at McDermitt town where the Indian children now go to school. The children are bright and the dropout rate is low. But lack of employment opportunities tends to discourage interest in getting an education. And these factors together tend to greatly increase dependency upon the reservation system for security.

The reservation did have a work training program under Title V of the Economic Opportunity Act, which concentrated on training in arts and crafts for women and carpentry for men. This training program was provided by the Nevada Welfare Department and the carpentry project was designed to contribute to the self-help housing project which also was launched about this time. The training program also included some in heavy machine operation, secretarial work, and in certain occupations where training slots could be found in a business, such as butcher's occupation or motel maid. Adult basic education in English and Mathematics also was taught to some students in the program, with the goal of providing high school equivalency requirements. However, most of this OEO training was since phased out.

The Bureau of Indian Affairs also had a relocation program which included training in a large variety of fields and placement in actual jobs. This program was free to all Indians, but very few of them made use of it because they would have to leave the reservation for new employment. The State Department of Employment Security also had several Manpower Development Training slots open each year for people of Humboldt County and it

sponsored a nurse-aid training course at the Winnemucca Hospital. But again only one or two Indians took advantage of all this training because it was provided outside the community too far away for convenient travel.

The McDermitt school system occasionally offers an adult basic education course, and sometimes a secretarial course, but hardly ever does an Indian enroll in such courses. The Upward Bound program at the University of Nevada in Reno took four McDermitt Reservation students in 1968 and again in 1969.

TABLE 1. TRENDS IN POPULATION OF AREAS AS INDICATED

	Humbolt County			McDermitt Township			Ft. McDermitt Reservation		
Year	#	% Male	% Female	#	% Male	% Female	#	% Male	% Female
1940	4783	58	42	561	58	42	240	NA	NA
1950	4838	55	45	556	NA	NA	267	NA	NA
1960	5708	54	46	831	53	47	288	NA	NA
1968	7624	53	47	1000	52	48	407	51	49

TABLE 2. AGE DISTRIBUTION OF POPULATION

Age	Humboldt County, 1960	City of Winnemucca	McDermitt Township, 1960	Fort McDermitt Reservation (68)
	Percent	Percent	Percent	Percent
0 - 14	29.8	30.0	31.6	43.0
15 - 24	13.2	13.2	27.2	22.0
25 - 44	27.8	26.3	17.8	17.5
45 - 64	20.3	20.4	13.3	12.5
65 and over	8.9	10.1	10.1	5.0
	100.0	100.0	100.0	100.0

TABLE 3. PERCENT OF FAMILIES WITH INDICATED INCOMES

	State of Nevada, 1960		Humboldt County, 1960	Fort McDermitt Reservation, 1968
	White	Non-white		
All Families	68,348	4148	1,417	75
Income	Percent	Percent	Percent	Percent
Under $3,000	11.1	26.1	14.2	38.8
$3,000-4,999	16.3	29.8	22.8	41.4
$5,000-9,999	50.4	36.0	46.5	18.5
$10,000-Over	22.2	8.1	16.5	1.3
	100.0	100.0	100.0	100.0
Median Income	$6,866		$6,008	$3,762

Source: Economic Development Plan, Fort McDermitt Reservation, McDermitt, Nevada. 1969.

II. PROGRESS AND POTENTIAL

Major attention for development on the Fort McDermitt Reservation began when a crises situation of human suffering occurred in 1963 that focused Statewide attention upon the plight of the Indians here as well as throughout the State. Editorial and public discussions stimulated increased public awareness and gave rise to questions about why couldn't more be done by public agencies having responsibilities applicable to the problem. As a result several immediate steps were taken as follows:

1. The Bureau of Indian Affairs assigned a full-time field officer to the reservation, and State welfare also assigned a full-time fieldman to it, to give direct attention to adaptation of national and State welfare programs to families of the reservation.

2. Various agencies began specified efforts to adapt and implement particular "poverty" programs in the area.

3. The University of Nevada was enlisted into the efforts, and the Resource Development Specialist of the Cooperative Extension Service began giving personal attention to liaison and assistance activities relevant to development of the reservation, working closely as a catalyst with the Tribal Council and developing linkages with other State and local resources.

One of the major results of the above steps was concentration on doing some systematic study of the situation and outlining an overall, long range development plan which was completed in early 1969. In the meantime

various projects and program steps for socioeconomic development on the reservation were undertaken, generally with marked success or significant accomplishment. And today the life and future of Indians on the Fort McDermitt Reservation are brighter than they have been for a long time.

Below is a list of specific gains mostly initiated or facilitated by the concentrated efforts of recent years:

... The bringing in of electricity for service to homes throughout the reservation through formation of a rural electric cooperative. (REA)

... The installation of a public water system serving the homes of the reservation.

... The building of 25 new houses, a third of all those on the reservation, through a self-help construction program assisted by work training and home loan programs of OEO and State agencies.

... The formation of a Reservation Development Corporation which operates with financial assistance from the Hancock Foundation, rent of the new factory building, and from other programs. It has a 11-member board of directors.

... The bringing in of a small new industry with financial assistance from a grant by the Hancock Foundation, to provide new job opportunities for employable men and women Indians of the reservation. Attracted to come was Pacific Western Systems, Inc., of Mt. View, California, which located on the reservation a small branch plant for making small electrical components and tooled machine parts. This project began with intensive job training for the work required intricate manual skills and mental capabilities. Employment has ranged from 28 to 14 Indians, and plans are now underway for an enlargement of the machine products department which will lead to an intensive training program and employment of 15 to 25 more people. This training is being set up in cooperation with the State Department of Employment Security under the national Manpower Training Act of 1965.

... The assimilation of the Indian school programs into the Humboldt County Public School System, with all of the reservation Indian children and youth grades 1 - 12 attending the new centralized school at McDermitt town.

... A crafts training course also was conducted, and today 12-15 persons are making some craft items for sale through the Craft Center located on the highway, as well as through private trades and consignments to the Nevada Indian Agency. A couple of households are making $500-600 a year from crafts, and the Center store netted $200 a month during the 1970 tourist season.

... The Development Corporation also has plans underway for the development of a Recreation Complex consisting of a public picnic park and beauty spot, a tourist trailer and camping grounds, a craft center and native craft exhibit, reservation tours, a motel on the highway, and mountain lake boating and fishing.

... A 12-session short course on community leadership development, one evening a week for three months, was taught during the winter of 1970.

... The local program of the Indian Public Health Service was increased, providing a clinic at McDermitt and on the reservation one day a week. Other medical aid is provided by doctors and the hospital at Winnemucca through arrangements with the Indian Public Health Service, also at the Public Health Indian Hospital at Schurz, Nevada, 230 miles away.

... Vocational and adult education provided by the McDermitt centralized public school system have been expanded, including courses in industrial arts, auto mechanics, home economics, and basic education subjects.

... County Extension has a small homemakers group on the reservation which meets fairly regularly and does carry on some good educational work; there also has been some nutrition education with youth and plans are to expand this. The county agricultural agent assists the reservation cattlemen from time to time. It is hard to have 4-H because of the lack of transportation and lack of interest of adults.

III. THE NEW INDUSTRY

Establishment of the new small industry as a part of reservation development deserves special mention. It was a bold step indeed to initiate and establish this in a small community as isolated as this one and to be dependent upon Indian labor supply, but it has proven to be a successful step. The idea was initiated by the State Department of Welfare based on assistance available under Title V of the Economic Opportunity Act of 1965. Other assistances were provided by the Hancock Foundation and cooperating agencies.

Although never able to employ all the some 80 unemployed Indians of the reservation, it has provided work for as many as 30 persons, and could have maintained or increased this except for the close profit margin of the electrical component products during a time when its first year was the 1970 recession year (16 Indian workers were on the payroll as of January 1971).

Now a tooled machine products department has been added to the plant and this is profitable. Steps are now underway for adding 20 more employees to this department, based on completion of a 6-months training course

arranged by the State Department of Employment Security under the Manpower Training Act of 1965. The manager predicts that the plant will be doing triple today's volume a year from now.

Beginning with one outside white person as plant manager, the company now has on the staff three whites from headquarters, who are here with their families and like it.

The project had to begin from the ground up with first the construction of the plant building. Next came the problem of recruitment, training and installation of the new Indian employees, which was as big a task as construction of the plant. Many public relations and personal relations problems were faced during the establishment of the project, as well as the logistic problems of the beginning plant operation and management being so distant from headquarters, the source of raw materials and the marketing.

Much credit for the success of this venture is due to the "humanness" of the manager and staff; also to the "humanness" of the public welfare fieldman, and to the "humanness" of the State extension resource development specialist. These persons helped supervise construction of the building prior to the coming of the factory, looked after many details related to spearheading the recruitment and training of new employees, adapted welfare regulations to fit the new needs of this particular community, and led persons out of trouble.

The first flush of new earned income from employment did produce some over-extension of spending, including more credit and some "going wild" but most cases were straightened out by counseling. Now it is reported that the additional income from work has had two positive effects--it has usually increased family stability and it increased the local economy from added business. Welfare reports that it did greatly reduce relief expenditures; less than half the number of people were direct or indirect recipients to a substantial degree, compared to before the new industry. There are also three more jobs in the McDermitt town business community than before.

"The new plant also has produced a new sense of personal dignity, it has added hope," say officials. It has produced increased skills and capabilities of people. The expected "crime" from overspending did not materialize; in fact, there is now less--a new stability and discipline has developed; the outlook for the future appears a little brighter. The people are seeing more clearly the interrelationships between jobs, income, attitudes, educational and skill requirements, work habits, plant success, personal happiness, community identity and pride.

IV. SOME LESSONS LEARNED

The Fort McDermitt community is subject to various cultural characteristics more or less universal to people of isolated rural areas which tend to limit adjustments for improvement, and in addition there is also the burden of

other cultural characteristics peculiar to Indians that add to the retardation or promotion of change.

Social science principles and the program experiences here indicate that such factors must be considered by agencies and leaders who really want to promote and assist with socioeconomic development of Indians. And one general lesson of the Fort McDermitt project is that all this was again proven true in work with the Indians here--development must begin with consideration for who the people are, and where they are as to personal development as well as geographic location.

Several other major specific lessons learned, some also related to cultural values, are briefly listed below:

1. Indians can and are willing to become industrial workers. They are intelligent and do want to work. They can learn skills, follow intricate directions, operate technical tools and develop work-living patterns essential to successful employment.

2. A basic factor in the success of the new Fort McDermitt industry project so far is that it was a self-reservation project of its own, by and for Indians, not a government program pushed onto the Tribal Council or an outside private industry of the total town community maybe employing some Indians and maybe not.

3. Local resource cooperation is essential. Private industry alone cannot afford to take the time and money to develop Indian workers and deal with Indian worker problems. The sheer economics and logistics of new plant establishment in such a remote area must always have major consideration. For example, the new jobs here paid only the minimum wage or close to it, which made the new income only barely above the level of public welfare assistance. Also, the first new products may not always meet standards and other costs are high, so losses must be expected. The economics of the new Fort McDermitt plant led to some reductions in force during the first year of operation.

Thus, reservation development projects require very practical teamwork with various agencies and on-going programs, especially with welfare, health, education and transportation systems.

4. Manager-employee relations is a vitally important aspect of reservation industrial development. There must be understanding, compassionate but firm management of staff. Part of the success of the Fort McDermitt Reservation new industry project is its understanding, compassionate but firm management -- one white manager and two white staff members. It is almost impossible to think in terms of having an Indian manager, at least not for some years, for he would not be in strong enough position for making decisions that would stick; he would too much involve personal and community relationships; it would be too dangerous.

5. The autonomous development corporation idea, by and of the reservation, offers much more opportunity for accomplishment than working everything through the tribal council. The Fort McDermitt Reservation Development Corporation can become a viable organization. It needs strong executive program directorship, and some development funding should go into providing this function.

6. Democratic group process doesn't work out with Indians here like it does in customary white society. It takes lots of time from the introduction of ideas to group decisions, sometimes weeks or months or years. A strong value characteristic among Indians here is individuality; there is also a strong kinship identity, but little or no feeling of community identity, even to the reservation; to Indians it is only a government thing. The household is very important; it usually includes one or more other persons than the immediate family.

Neither is there a strong tradition of working together for group goals, so this does not become a consideration in discussion and decision making, but rather than main consideration is to trust or not to trust the other fellow. Matters are not analyzed, alternatives discussed, different views shared; everything is either black or white, with personal feelings running high and sometimes ending with physical harm rather than rational decision. Sometimes much of the discussion (argument) and decision making is a matter of "getting even" instead of solving the problem.

The greatest need here is for group development including leadership and organizational structure for working as a reservation community. Tribal councils usually cannot really function in this role, for they tend to be an instrument of the government, an "agency program committee" through which the Bureau of Indian Affairs deal with the Indians, rather than being a "community development council."

7. It takes lots of time and patience to get a new industry shaped up to opening day; lots of attention to many details of approval, construction of building, attraction of a suitable firm and to recruitment and training of the new Indian employees. And after all this it takes three or four months for them to acquire suitable work-living patterns. Many little annoyances will occur.

But the Fort McDermitt project does show that once an industry is established, Indians can and do become capable, dependable employees. Tardiness, absenteeism, disorder, unwillingness to take instructions and the like are at a minimum. But as in any type of new employee situation, success requires the right managerial abilities, employee training, working regulations and other management details of operation.

Lots of time, patience and details are also required in new industrial development on Indian reservations from the standpoint of working with the public agencies involved. It is not easy to get patterns and regulations adapted to the unique conditions of work in extremely rural areas and to

Indian people who have different values and habits than does white society of customary industrial development. Interrelatedness of programs has to be recognized and accepted. For example, one immediate result of the new employment of Indians here was that it tended to cause a denial of welfare assistances in cases where still needed.

TABLE 4. ESTIMATED VOLUME OF INCOME FROM VARIOUS SOURCES, FORT MCDERMITT INDIAN RESERVATION, JANUARY 1971

(Income figured on annual basis as of January 1971)
(Total families on reservation, 87)

Source	Number Families	Number Persons	Total Income
The new industry -- Pacific Western Systems, Inc.	13	15	$ 59,300
Work off reservation in mines and private business	10	10	48,400
Sale of crafts	10	15	4,000
Agriculture, mostly ranching	25		12,400
State Welfare Program			
Aid to Dependent Children-ADC	38	107	46,500
Aid to Blind -AB	1	1	1,200
Old Age Assistance -OAA	13		19,000
Special Federal Welfare Programs, including Inter-Tribal Council as the CAA from OEO	36	106	53,300
Inter-Tribal Council programs, including youth training		8	9,300
TOTAL			$ 253,400

These figures mean that based on the status of local employment and public welfare programs as of January 1971, a total volume of $253,400 would be coming to the families on the reservation, 49 percent of which would be from their own productive employment and 51 percent from various welfare programs.

The figures also emphasize the significance of the new industry to the total economy of the reservation. Nearly a fourth of the total income, and half of the productive income, was derived from the new industry which is only in first phase development. Without it the welfare expenditures would be considerably greater and total income less.

However, our study also indicated that this situation was likely to be improved for 1971 as some greater employment locally is expected. Some of the result is affected by what happens to the economic activity of the mines and what farm prices and costs are. Considerable increase of employment is expected by the new industry, which with increased local employment raise the income from total productive employment considerably above the current 50 percent.

V. FURTHER PLANS, HOPES, SUGGESTIONS

... Expansion of the current new plant. Plans are already underway for developments that will increase the labor force to 35 - 40 local Indians.

... Go ahead with plans for completion of the proposed recreation complex. Contracts for doing some of this already have been let.

... Strengthen the organization and leadership of the new Development Corporation, including the employment of a full time executive program director.

... Give consideration to attracting another suitable industry.

... Develop family living and human resource development educational work with the young adult families of the reservation.

... Develop 4-H and similar educational-social development programs with the younger and older youth of the total Fort McDermitt community including the reservation. Consideration should be given to the question of whether and when such programs should be exclusively reservation or total community, and endeavoring to do whatever it takes to make them successful as such, achieving important objectives.

... Develop more agricultural educational work with the cattlemen of the reservation.

... Work with Indian agencies and groups toward bringing about changes in land assignments so that the farming and ranching can be done in units of more economic size.

... Develop improvements in public health and medical care services, including consumer health education with various age groups.

... Strengthen linkages for cooperative involvement between the reservation and the public school system, and work toward continued improvement of education including adaptation of educational programs to best meet the needs of the young people and expansion of adult education.

VI. APPENDIX -- CONTRIBUTIONS OF EXTENSION

In view of the national involvement of Cooperative Extension in work with Indian reservations throughout the country, it seems especially fitting that this report should include at the end a list of ways that the Nevada Cooperative Extension Service contributed to the new socioeconomic resource development program of the Fort McDermitt Reservation.

First becoming more directly involved about 1964 in the improvement of conditions on the Fort McDermitt Reservation, the Nevada Cooperative Extension Service of the Max C. Fleischmann College of Agriculture, University of Nevada, has devoted considerable efforts to working with the reservation people and public agencies, resulting in significant contribution to the success of programs there. These efforts have had to do with the following tasks, projects, and subject areas:

** Much counseling with individual leaders, families and the Tribal Council.

** Many liaison contacts and cooperative work with other agencies on behalf of the completion of various reservation projects.

** Many visits to State offices and other contacts off the reservation in behalf of helping Indians with the paper work and other facilitation of projects.

** Spent considerable time helping with plans for establishing and getting into operation the new industry.

** Conducted a 15-session course in leadership development for officials and leaders of the reservation.

** Made the socioeconomic study and developed the reservation OEDP for use with federal agencies in getting funding for various programs.

** Spearheaded organization of the Fort McDermitt Development Association, Inc.

** Spearheaded planning and action activities in behalf of developing the new Recreation Complex and the Craft Center project.

** Made numerous contacts with local area employers, the mines, and others relative to employment problems.

All in all, many hours have been devoted to conferring and counseling with officials, leaders, and individual families, which has involved the Extension Resource Development Specialist being on the reservation an estimated average of once-a-month during the last six years, to say nothing of the supportive work of his staff and the administrative support of State Extension.

But, needless to say, many hours of effort, often beyond the call of duty, have also been devoted to the development program of the reservation by other agencies. Special recognition should go to the locally assigned fieldman of the State Department of Welfare, to the director of the area Community Action Agency, to representatives of the Bureau of Indian Affairs, to the Fort McDermitt Tribal Council, to the local town and county officials, to persons of the county public school system, and especially to the very wise current manager of the new industry.

Without the dedicated concern of all these people, the reservation development program would never have gotten off the ground, and conditions would be even worse today than they were in 1964 which sparked the new emphasis on development.

The addendum might be added that here was truly applied sociology, in terms of program development, human development, leadership development, community organization, systemic linkages, economic relationships, situational analysis, problem solving, social action, evaluation, and always ethnic cultural considerations.

Community development is fundamentally a matter of process. Significant results in community development work as a program area anywhere will only be achieved in proportion to how well these applied social science aspects of total program development are dealt with by administration and staff in the policy, strategy and methodology of such work. -----EJN